



# Using Quantitative Productivity Tools to Guide Academic Decision-Making:

A workshop for deans, associate/assistant deans & budget managers

**MARCH 25-26**

UNIVERSITY OF CINCINNATI (OHIO)

Registration fee for CCAS members: \$175; second member from same institution: \$150 • Non-members: \$225

**SEE SCHEDULE ON NEXT PAGE**

Cyclical ups-and-downs in funding are a normal part of the higher education landscape, but the deep and continuing nature of the current fiscal crisis is forcing many institutions to consider and implement changes that will have long-term and unforeseeable consequences. Legislators, governing boards, presidents, provosts and members of the public are demanding

that colleges rethink everything from the structure of the curriculum and the mix of academic majors, to faculty tenure and workload, and sources of funding support. Deans of Arts & Sciences--whose colleges often employ the largest number of people and generate the most revenue--are especially being pressed to demonstrate that what they are doing is cost effective. Many are calling on deans to produce quantitative accountability measures and to make measures of productivity a central part of decision-making.

What principles are guiding the deliberations in your college as you seek to integrate quantitative measures into decision-making? How do the resulting decisions align with considerations about values, mission, quality and long-term well being? As administrators, how do you determine which functions, programs, services, or units in your college are the most essential to protect and which ones could/should be reduced or eliminated? Can your mission be accomplished more efficiently and with fewer fiscal and human resources? How do you factor in the effects of the changes you make on students, faculty, staff, external boards, outreach partners, and so forth?

This conference will introduce attendees to quantitative tools that deans are using to guide decisions about programmatic and staffing changes and how they align these changes with their institutional mission. Interactive presentations will highlight alternative ways of managing the fiscal and human resources of our Colleges/Schools, while allowing time for frank discussions about the potential risks and benefits of such approaches. To encourage deans to bring along a member of the decanal staff who has responsibility for the College/School budget, the second participant receives a discounted registration fee.

## FEATURED SPEAKER

Allison M. Walters, Ed.D. is the Assistant Director of Institutional Research at the University of Delaware. Dr. Walters has worked with the administration of the National Study of Instructional Costs & Productivity (The Delaware Study) since



2004, and has been the Study's Data Manager since 2005. In addition to her 2009 doctoral thesis, which examined the difference of semester and quarter calendars within the Delaware Study, Allison has co-authored a chapter on Understanding Faculty Work in the Spring 2008 volume of *New Directions for Higher Education*, as well as the forthcoming chapter on Faculty Workload in the *Handbook for Institutional Research* (Jossey-Bass), expected in early 2012.

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## SCHEDULE

### FRIDAY, MARCH 25

12:00 pm – 12:45 pm – **Luncheon**

12:45 pm – 1:15 pm – **Overview**

Paul B. Bell, Jr., Dean of Arts & Sciences and Vice Provost for Instruction, University of Oklahoma

1:30 pm – 2:30 pm – **The Delaware Study**

Since 1992, nearly 600 colleges and universities have participated in the Delaware Study of Instructional Costs and Productivity. Dr. Allison Waters will discuss efforts to use the Delaware Study data as a benchmarking tool as more states (nearly 80 percent) and private boards are mandating reports on faculty accountability and productivity.

PRESENTER: Dr. Allison M. Walters, *Assistant Director, Office of Institutional Research*, University of Delaware

2:30 pm – 2:45 pm – **Break**

2:45 pm – 3:15 pm – **Evaluating Academic Productivity and Making Data-Driven Decisions**

SPEAKER: Carl Drummond, *Dean, College of Arts and Sciences*, Indiana University, Purdue University Fort Wayne  
Measuring and evaluating academic efficiency and productivity have become an increasingly central component of university review and planning processes. In the current climate of accountability, it is essential that colleges of Arts & Sciences demonstrate that they are capable of crafting meaningful quantitative measures to assess academic performance and report the status of that performance to internal and external stakeholders. This session will review the goals of creating quantitative measures, strengths and weaknesses of various approaches, the use of metrics as institutions modify their missions to include a greater emphasis on research, and measuring academic productivity as the traditional teaching/research/service roles of faculty become more blurred.

3:15 pm – 3:45 pm – **Tools for Measuring Academic Efficiency**

SPEAKER: Valerie Gray Hardcastle, *Dean, McMicken College of Arts and Sciences*, University of Cincinnati

We are all being asked to do more with less. What are the limits to how much one can or should reasonably expect from a department? How do you know whether a department is maximizing its resources? Dean Hardcastle will present a range of tools that deans or others can use to help analyze the academic efficiency of a unit and talk about the impact of using these tools in departmental resource allocations.

3:45 pm – 4:45 pm – **Discussion**

FACILITATOR: Ron Nowaczyk, Dean, College of Arts and Sciences, University of New Haven

5:00 pm – 6:00 pm – **Networking Social Hour**

Kingsgate Marriott

Hosted by the Office of the Dean, McMicken College of Arts & Sciences, University of Cincinnati

### SATURDAY, MARCH 26

8:00 am – 9:00 am – **Continental Breakfast**

9:00 am – 10:00 am – **Variable-Effort Allocations in Workload Models**

SPEAKER: Alan White, *Dean, Thomas Harriot College of Arts and Sciences*, East Carolina University

Determination of workloads for individual faculty members requires acknowledging that each department has a corporate load of teaching, research and service that must be met, and that individuals are in different places in their career arcs, and have different aptitudes and capabilities that can be applied to covering the departmental load. This session will examine a workload model for managing faculty workloads within a department and for comparing workloads across various departments in the college. Workload analysis incorporates evaluation of academic productivity as discussed in earlier sessions.

10:30 am – 12:00 pm – **How to Meld Faculty Workload with Modeling and Data Collection**

Working/discussion session facilitated by Paul Bell

#### HOTEL:

##### Kingsgate Marriott Conference Center at the University of Cincinnati

151 Goodman Drive  
Cincinnati, Ohio

For reservations, phone (800) 228-9290 or (513) 487-3800. Ask for the \$119 rate for Council of Colleges of Arts & Sciences.

NOTE: This rate is on a space-available basis and must be booked by **March 3**.

#### BY AIR:

We recommend using CVG (Cincinnati/Northern Kentucky Airport). The airport is located in Northern Kentucky, 15 miles southwest of the University.

#### GROUND TRANSPORTATION:

Executive Transportation-Airport Express; fee: \$20 (one way)  
Must be reserved in advance. Call 800-990-8841 for reservations.

Bus service, fee: \$15.00

Estimated taxi fare: \$32.00

#### DRIVING DIRECTIONS FROM THE AIRPORT:

- Follow I-275 E to I-75 N to the Hople
- Street exit #3 (exit will be on your left).
- Take left exit ramp up to light.
- Turn left at the light onto Hople Street.  
*You will now be traveling east.*
- Cross over I-75, follow road up hill.
- Street changes to Martin Luther King, Jr. Dr.
- Turn left on Eden, left on Goodman and the Kingsgate Marriott Conference Center will be on the left.